PAUL H. O'NEILL SCHOOL OF PUBLIC & ENVIRONMENTAL AFFAIRS

Racial diversity and volunteer retention

Ruodan Zhang, O'Neill School, Indiana University – Bloomington
**Marlene Walk**, O'Neill School, Indiana University Purdue University Indianapolis

Prepared for PMRC 2019 | Chapel Hill NC | June14

INDIANA UNIVERSITY BLOOMINGTON

Diversity among volunteers

- Racial/ethnic minorities % (Nesbit & Brudney 2013)

- "Dominant status" (Smith 1984; Musick, Wilson, & Bynum 2000; Musick & Wilson 2008)

  - 35 to 54 years – 37%

  - White – 83%

  - At least some college – 68%

  - Full-time employed – 68%   (2015 Current Population Survey)

U.S. Volunteer Retention Rate, 2011-2015
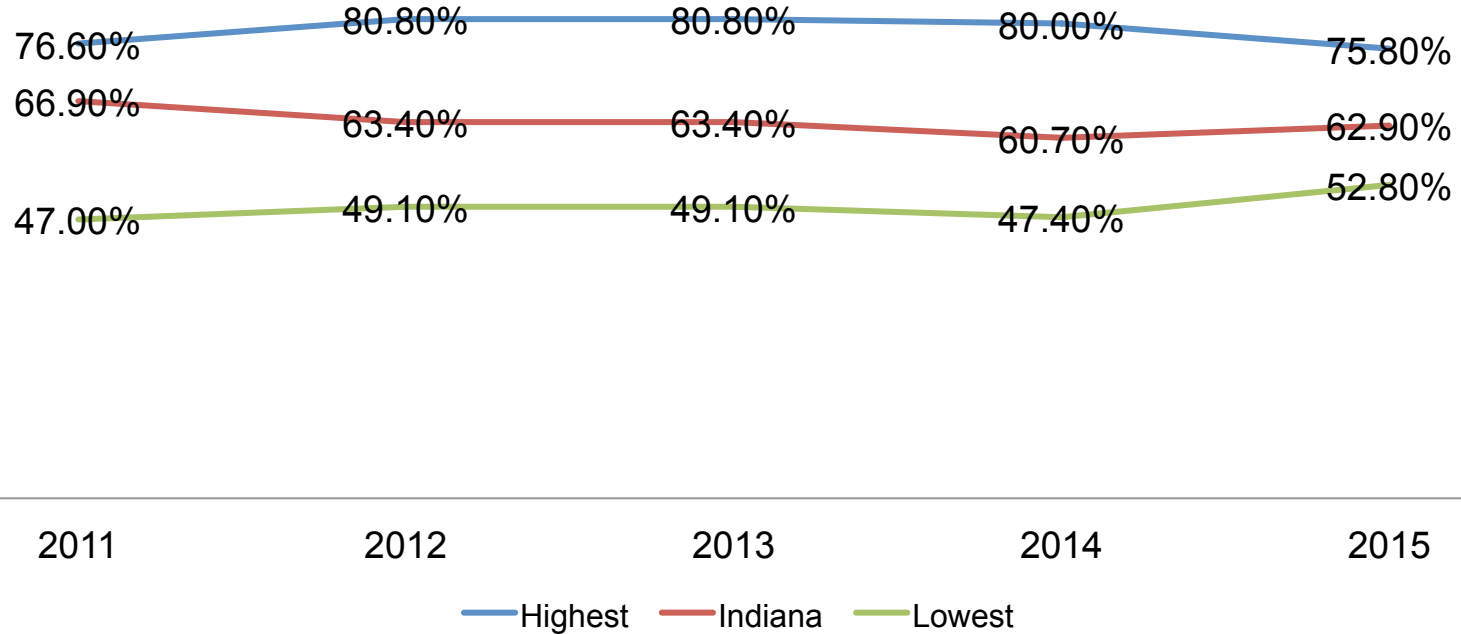
Source: Corporation for National & Community Service, 2019

INDIANA UNIVERSITY BLOOMINGTON

Volunteer retention

- Individual motivation (Clary, Snyder, & Stukas 1996)

- Participatory efficacy, voice (Garner & Garner 2011)

- Role identity (Grube & Piliavin 2000)

- HR practices: training and recognition (Walk, Zhang, & Littlepage 2018)

- Organizational support and resources (Alfes, Shantz, & Bailey 2016)

Framework for Factors affecting the Scope of Volunteer Involvement
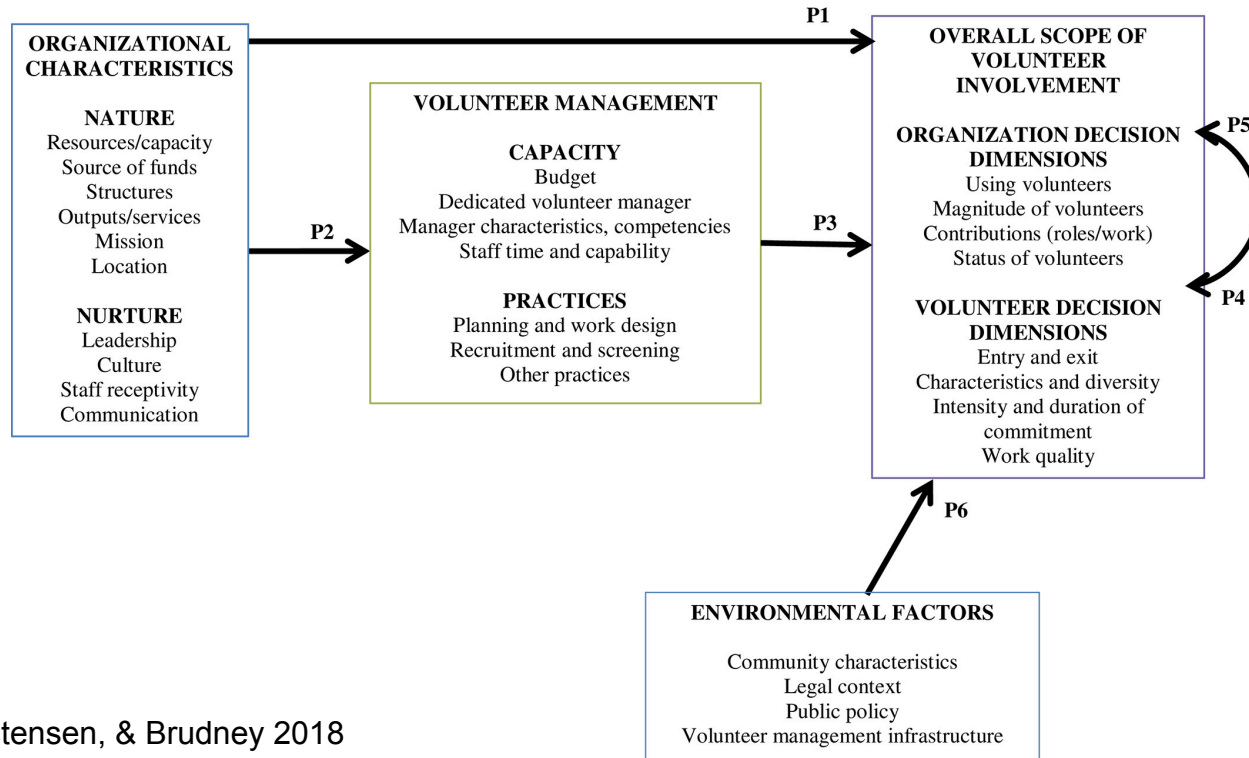
Nesbit, Christensen, & Brudney 2018

INDIANA UNIVERSITY BLOOMINGTON

Framework for Factors affecting the Scope of Volunteer Involvement

- **Proposition 3**: Greater volunteer management capacity and effective volunteer management practices will be associated with a broader scope of volunteer involvement.

    - Volunteer orientation and training; recognition and rewards

- **Proposition 6**: Supportive environmental factors will be associated with a broader scope of volunteer involvement.

    - Demographic homogeneity

Nesbit, Christensen, & Brudney 2018

Racial diversity among volunteers

- Are racial minority volunteers more likely to turnover?

- How do racial context and HR practices affect turnover among volunteers?

White	Non-white
HRM Practices	
Heterogeneous/Homogeneous Context	

Workplace diversity literature

- Relational demography theory

  - Demographically dissimilar: greater uncertainty in interactions

  (Chatman & Flynn 2001; Guillaume, et al. 2014; 2017)

- Human resource management practices (training, rewards, etc.)

  - Enhance performance in creativity tasks

  - May moderate relational demography

  (Avery & McKay 2010; Guillaume, et al. 2017)

Volunteer retention and race

- Organizational inclusion strongly correlates with job satisfaction and career longevity (Mor-Barak 2005; Mor-Barak & Levin 2010)

    – "Perception of their position in the organization relative to its mainstream"

- Minority employees in for-profit organizations tend to feel less included (Mor-Barak 2005)

- Minority groups (esp. African Americans): less likely to trust the organization, lower future intention to volunteer (Bortree & Waters 2014)

❑**H1: Racial minority → ↓ likelihood to stay**

HRM Practices

- Effective management practices improve volunteer retention

  - Vary by volunteer characteristics (e.g. Brudney & Meijs 2014; also see Nesbit, Christensen, & Brudney 2018)

Gender and Training Interaction Effects on Turnover with 95% CIs
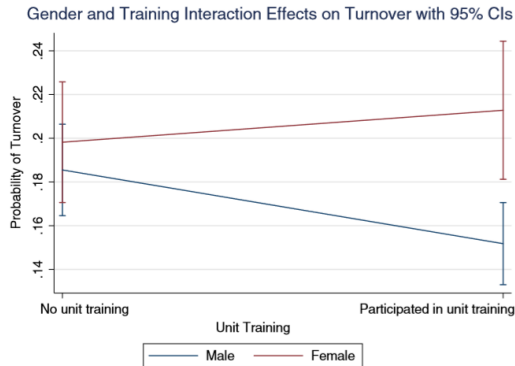
(Walk, Zhang, & Littlepage 2018)

❑ **H2a: Training for minority → ↓ likelihood to stay**
❑ **H2b: Award for minority → ↑ likelihood to stay**

Relational demography

- Ethnically diverse societies: lower growth; more likely to experience conflict (Easterly & Levine 1997; Alesina & Ferrara 2005)

- Homogeneity enhances social bonding (Blau, 1977; Halpern 2005)

- Racial homogeneity: higher volunteer rates (e.g. Rotolo & Wilson 2012)

❑H3: Racial homogeneity → ↑ likelihood to stay
❑H3a: Racial homogeneity for minority → ↓ likelihood to stay

State retention rates by state volunteer rates 2004-2006

Source: CNCS 2007

Data and Methods

- 2013-2017 Boy Scouts of America (1 council in Indiana)

- 2013-2017 American Community Survey (26 Indiana counties)

- Unit of analysis: Individual

- Cox proportional hazards regression
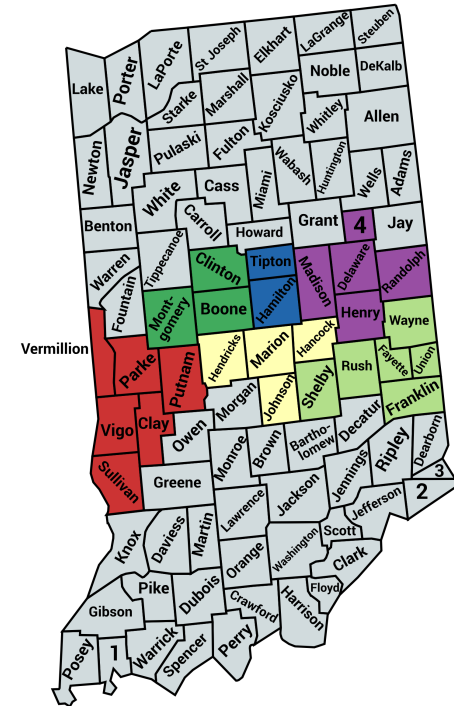
- Ordered logistic regression
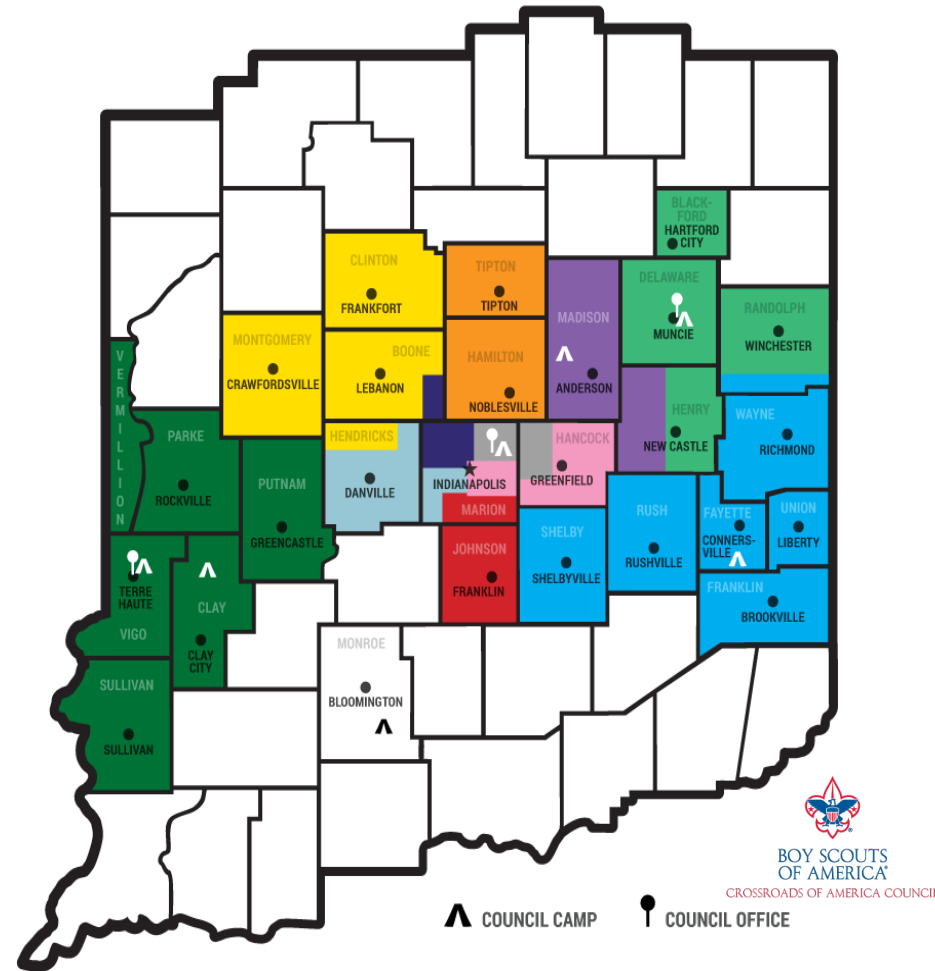
Data and Methods

Volunteer	HR Practices	District
Race	Training	Center District
Gender	Discretionary Award	% White *(time-variant)*
Age		
	* Training x Gender	
Unit (Pack=1)		

1 **Vanderburgh**
2 **Switzerland**
3 **Ohio**
4 **Blackford**

Last "rechartering"

Record Year

Length of Service (Year)	2013	2014	2015	2016	2017	Total
1	3,449*	388	811	427	1,015	6,090
2		1,052*	769	623	1,576	4,020
3			463*	420	1,593	2,476
4				221*	1,302	1,523
5					1,536*	1,536
Total	3,449	1,440	2,043	1,691	7,022	15,645
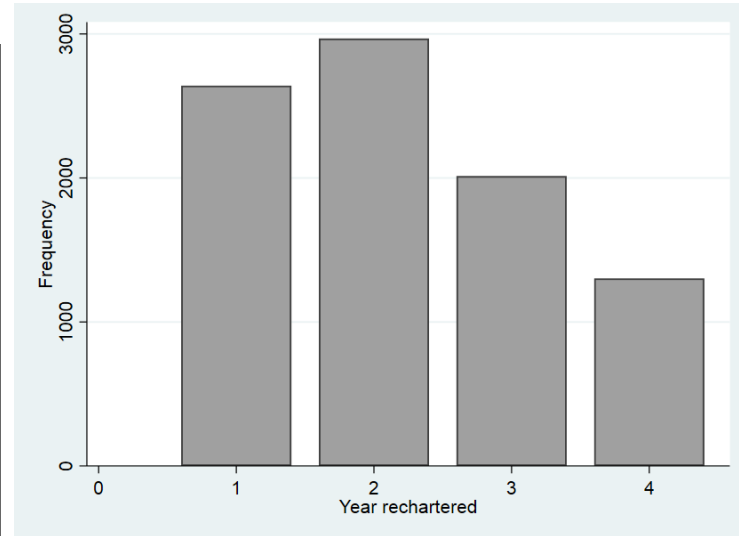
2014-2017 N=8,924

Variables	(1) N	(2) Mean	(3) SD	(4) Min	(5) Max
Dependent Variable					
Time to turnover	8,924	2.221	1.028	1	4
Turnover event = 1	8,924	0.385		0	1
Independent Variables					
Training = 1	8,924	0.379		0	1
Discretionary Award = 1	8,924	0.166		0	1
Percent White (Community)	8,924	0.812	0.0869	0.708	0.950
Center District = 1	8,924	0.362		0	1
Control Variables					
Age	8,924	43.15	12.20	18	106
Gender (Female =1)	8,924	0.342		0	1
Race (White = 1)	8,924	0.941		0	1
Unit type (Pack = 1)	8,924	0.431		0	1

Variables	Hazard Ratio	P>|z|
Training = 1	1.020	0.646
Training * Gender	1.168	0.032
Discretionary Award = 1	0.794	0.000
Percent White (Community)	**1.661**	**0.009**
Gender (Female = 1)	1.029	0.540
Race (White = 1)	**0.875**	**0.055**
Age (logged)	0.666	0.000
Unit type (Pack = 1)	1.267	0.000
Observations	8,924	
Chi-sq	167.4	

Variables	Center Districts		Non-center Districts	
	Hazard Ratio	P>|z|	Hazard Ratio	P>|z|
Training = 1	**0.851**	**0.024**	**1.081**	**0.172**
Training * Gender	**1.081**	**0.509**	**1.233**	**0.024**
Discretionary Award = 1	0.752	0.002	0.846	0.011
Gender (Female = 1)	1.033	0.684	1.024	0.681
Race (White = 1)	0.953	0.686	**0.833**	**0.036**
Age (logged)	0.797	0.019	0.609	0.000
Unit type (Pack = 1)	1.011	0.842	1.421	0.000
Observations	3,232		5,692	
Chi-sq	29.77		170.9	

Variables	White Volunteers		Non-white Volunteers	
	Hazard Ratio	P>|z|	Hazard Ratio	P>|z|
Training = 1	1.014	0.764	1.131	0.486
Training * Gender	**1.199**	**0.015**	**0.752**	**0.363**
Discretionary Award = 1	0.799	0.000	0.688	0.124
Percent White (Community)	**1.644**	**0.013**	**1.952**	**0.412**
Gender (Female = 1)	1.019	0.689	1.162	0.385
Age (logged)	0.664	0.000	0.729	0.153
Unit type (Pack = 1)	1.269	0.000	1.262	0.092
Observations	8,401		523	
Chi-sq	154.19		12.17	

Length=1 Year	HRM: Yes	HRM: No
Homogeneous	0.225 ***	0.352 ***
Heterogeneous	0.186 ***	0.300 ***

Length=2	HRM: Yes	HRM: No
Homogeneous	0.325 ***	0.343 ***
Heterogeneous	0.304 ***	0.343 ***

Length=3	HRM: Yes	HRM: No
Homogeneous	0.312 ***	0.226 ***
Heterogeneous	0.341 ***	0.260 ***

Length=4	HRM: Yes	HRM: No
Homogeneous	0.138 ***	0.079 ***
Heterogeneous	0.168 ***	0.098 ***

Ordered Logistic Regression Results
Non-white volunteer in the BSA
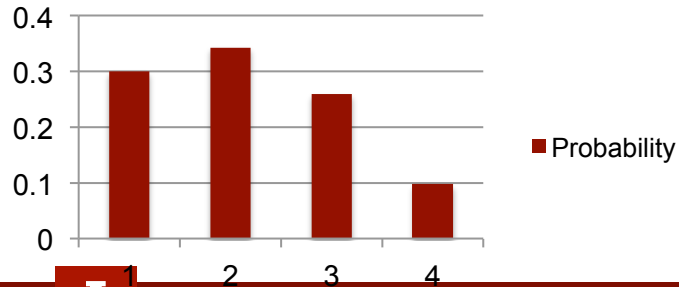Male + Age 43 (mean) + Non Pack
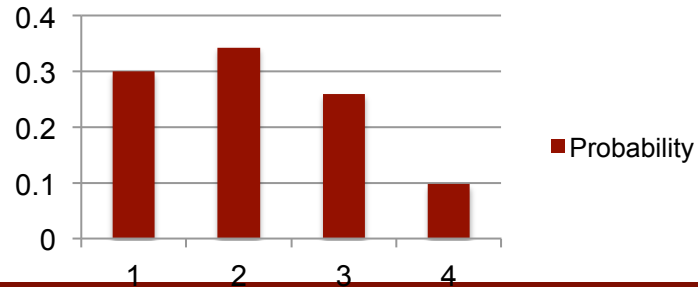
HRM+Heterogenous
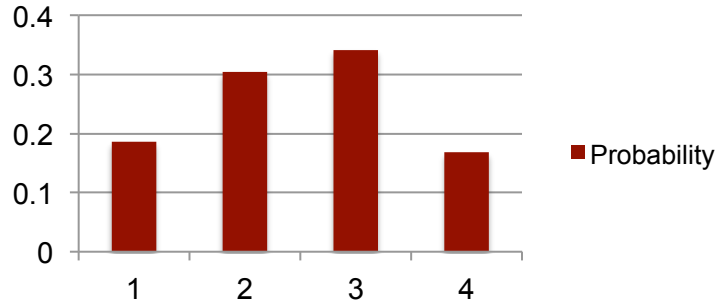
HRM+Homogeneous
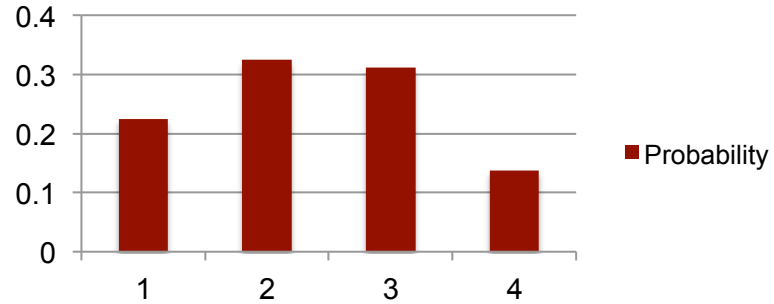
No HRM+Homogeneous

No HRM+Heterogenous

Results

- Racial and retention: "Failure to Recharter"

- Training and gender in a gendered organization: consistent with previous findings

    - Training only effective in Marion (centrer/heterogeneous) county

- Racial Heterogeneity: Higher retention overall

    - Center district resources

- *No stat. sig. evidence for H2a, H2b, H3, & H3a*

Limitations

- Age-gender-race

  - Religious belief/sponsorship

  - Education; Income

  - Ideology

- Data: short panel + a highly gendered organization + limited variation in context + missing values